

CAREER-DEVELOPMENT PLAN

1 August 1981

Systems Programming Division/Processing  
Office of Data Processing  
(SPD/P/ODP)

Contact:  
Extension:

[Redacted]

STAT

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CAREER-DEVELOPMENT PLAN

Systems Programming Division/Processing  
Office of Data Processing

Table of Contents

A. Purpose .....	1
B. Policy .....	1
C. Environment.....	1
1. Authorized Strength.....	1
2. Mission and Requirements.....	1
3. Organizational Breakdown.....	2
D. Personnel Hiring and Development.....	2
1. Entry to Systems Programming Division.....	2
a. Hiring.....	2
b. Selection.....	3
1) Employment Applications.....	4
2) Screening.....	4
3) Interviewing.....	4
4) Decisionmaking.....	4
2. Indoctrination/Technical Training.....	5
3. Counseling and Assessment.....	5
E. Role of Evaluation Panels.....	6
F. Career Training.....	6
G. Career Assignments.....	7
H. Career Paths.....	7
I. Conclusion.....	8
ILLUSTRATION	
Division Organization and Sample Branch Organization.....	3

## CAREER-DEVELOPMENT PLAN

Systems Programming Division/Processing  
Office of Data ProcessingA. PURPOSE

This plan describes the process used to ensure that the Systems Programming Division, Office of Data Processing, has the proper mix of skilled employees to carry out its mission and to ensure that employees have an opportunity to advance in their careers and receive timely recognition for Agency contributions. This plan discusses policy, environment, method of accomplishing our charter, personnel hiring and development, career training, typical career paths, and the role of evaluation panels.

B. POLICY

This plan and its implementation conform to ODP's basic personnel policy. Simply stated, this policy is that each employee will be given equal and reasonable opportunity for employment and career advancement, consistent with the individual's abilities and performance, and the needs of the Agency, without regard to the individual's race, color, religion, sex, age, national origin, or handicap. Promotions and assignments will be made on a competitive basis. ODP will continue its tradition of providing career-development opportunities and increased responsibility to employees who demonstrate potential and initiative.

C. ENVIRONMENT1. Authorized Strength

Systems Programming Division (SPD) is authorized  augmented by STAT students on cooperative work-study programs, part-time staff, and contract personnel. Additionally, other Agency components provide two or three systems programmer positions for SPD personnel on a rotational basis. In all, there are STAT  computer professionals associated with SPD.

2. Mission and Requirements

SPD has the responsibility to plan, design, install, integrate, and maintain operating systems, database management systems, and systems-related software on ODP computers. In addition, SPD monitors and analyzes private sector state-of-

1 August 1981

CDP:SPD

the-art advances and plans for installing and integrating advanced technology that is compatible with ODP's operating environment, customer requirements, and resource availability. Further, SPD ensures the stability and reliability of operating systems and related systems software in Agency computer centers.

### 3. Organizational Breakdown

To fulfill its requirements, SPD is organized into four Branches: Batch Systems, Data Base Systems, Interactive Systems, and Online Systems. Each Branch has a Senior Systems Programmer who serves as the service manager for the major systems the Branch supports (e.g., VM, GIMS, MVS/Batch, MVS/Online), and other systems programmers who support the major system and/or related projects. The mix of activities within each Branch varies but always includes support as well as enhancements for the major operating and database management systems. Reference illustration entitled "Division Organization and Sample Branch Organization," for breakdown.

Personnel with the proper mix of skills and experience are critical to SPD's success. SPD provides opportunities for growth and development so that personnel may progress through positions of increasing responsibility. To meet current systems' requirements and prepare for the future, SPD needs an abundance of skilled personnel. To partially fulfill this requirement, SPD requires mentors and teachers at the senior and intermediate levels to provide on-the-job training and be role models for less-experienced as well as student-trainee programmers. In this way, employees develop needed skills to progress to more demanding and rewarding assignments. Student trainees are included because career planning for them begins prior to their being hired as staff employees.

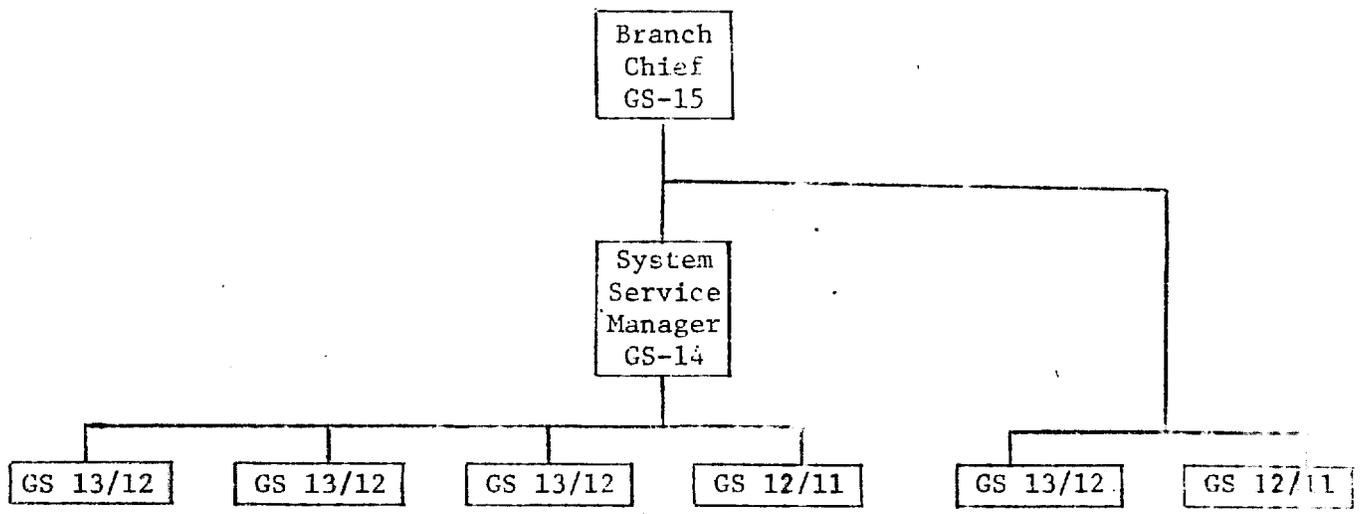
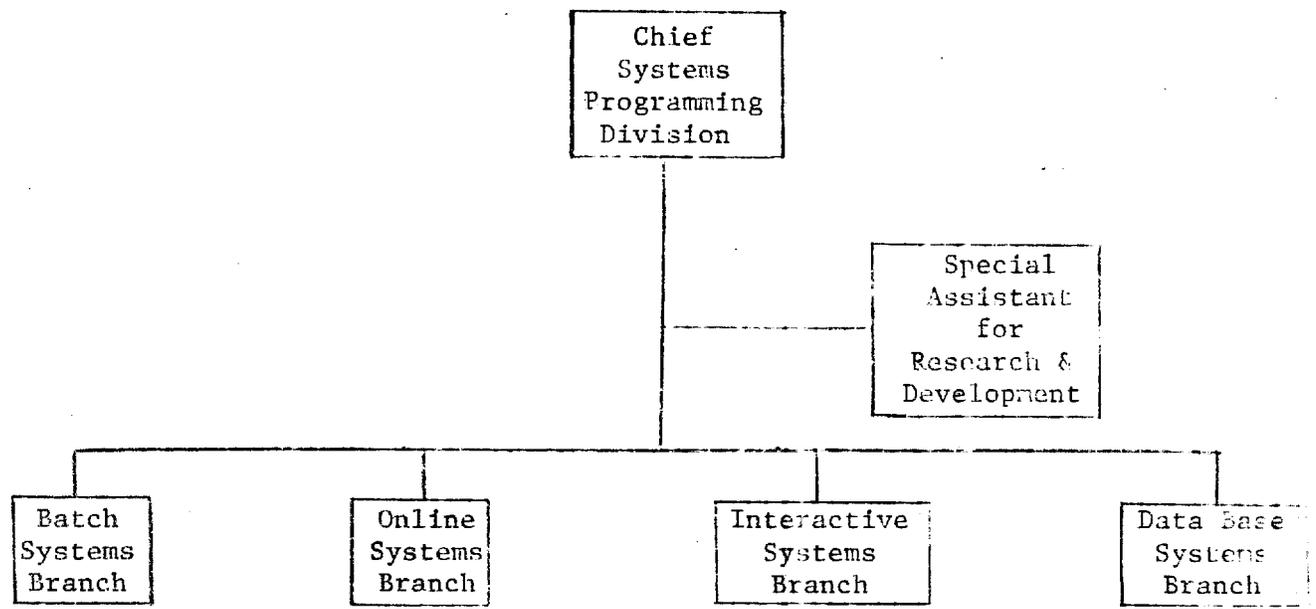
### D. PERSONNEL HIRING AND DEVELOPMENT

To respond to the Agency's ever-increasing reliance on computers, SPD maintains its annual growth of from  new employees representing a growth rate of 5 to 10 percent. Student trainees with successful work experience as well as computer science graduates with demonstrated interest and aptitude for systems programming, are vigorously recruited. Depending on skills and experience, these employees usually start at grades GS-8 to GS-10. SPD also actively seeks systems programmers, with 10 or more years' experience, who may be hired at grade GS-12 or GS-13.

#### 1. Entry to Systems Programming Division

##### a. Hiring

Systems programmers are acquired primarily through a program of active campus recruitment and personal referrals. SPD encourages and assists the Office of Personnel to recruit personnel at selected schools that emphasize systems programming in their computer science departments.



Division Organization and Sample Branch Organization

SPD also welcomes qualified, experienced systems programmers from other Government agencies and from industry. Student trainees who join our staff after college graduation are also welcomed. Although not excluded, candidates from within the Agency are rare.

b. Selection

The selection process involves the submission of employment applications, screening, interviewing, and decisionmaking.

1) Employment Applications

Consist of a combination of the following:

- Letter from applicant
- Memo from Agency employee recommending applicant
- Official file
- Recruiter report
- Resume
- Form 171
- Personal History Statement
- Transcript
- Letters of recommendation

2) Screening

Preliminary to inviting an applicant for interviews, the applicant's file is reviewed by C/SPD and/or Branch Chiefs, to select applicants who warrant further consideration.

3) Interviewing

The purpose of the interview is two-fold: to contribute to SPD's impression of the applicant and to give the applicant a general idea of how SPD operates and how the applicant would be expected to operate in the agency environment. For these reasons, applicants are interviewed by one or more of the Branch Chiefs as well as by C/SPD. Those who interview the applicant are required to prepare a written evaluation, which contributes to the hiring decision.

4) Decisionmaking

The decision to recommend that an applicant be hired is made by C/SPD, based on the evaluations submitted by those who interviewed the applicant and an evaluation of the applicant's:

- Academic record
- Experience
- Test results
- Recommendations

CDP:SPD

1 August 1981

## 2. Indoctrination/Technical Training

Indoctrination of new employees includes an overview of the mission and function of the Branch to which the employee is assigned, as well as a survey of the work performed throughout the Division. This includes a discussion of the Division's mission and its role in providing computer resources to the entire Agency. As a follow-up, new employees are enrolled in both ODP and Agency-orientation courses within the first year.

Personnel are given the opportunity to enhance their technical skills by taking technical courses offered by ODP's Training Staff or by attending sponsor-sponsored courses. On-the-job work experience also offers valuable training.

## 3. Counseling and Assessment

Counseling may be initiated at the request of either the employee or the supervisor. Informal counseling, advice, guidance, and exchange of views should occur on a day-to-day basis. Formal counseling is a necessary part of advance work planning, performance review, and career planning--and should take place two or three times per year. The employee should expect the supervisor to provide constructive comments on his or her career development, appraise promotion possibilities, and provide positive as well as negative feedback. In particular cases where performance is not satisfactory, special sessions may be arranged to define problems and determine possible approaches to their solutions.

If an employee wishes additional counseling, she or he may request an interview with the ODP Career Development Officer, or may request an interview with vocational experts outside of ODP. In the latter case, this service is provided by Psychological Services Staff (PSS) of the Office of Medical Services. The testing facilities of PSS, such as the Professional Aptitude Test Battery (PATB), or the Differential Aptitude Test (DAT), are available to assist in career guidance.

An annual evaluation of each employee's performance, via the Performance Appraisal Report (PAR), is an Agency requirement. This report is coordinated with the Advance Work Plan (AWP) and reviewed by the preparer's supervisor (reviewing official). PAR regulations and instructions for the reports preparation, as well as a description of how the appraisal system works, are available to all employees.

Competitive rankings are developed twice a year for each employee. ODP Instruction 20-3-75 explains the criteria used and the procedures followed. The rankings are used as indicators of readiness for promotion, managerial training, or rotational assignments.

1 August 1981

CDP:SPD

#### E. ROLE OF EVALUATION PANELS

Evaluation panels exist for the major components of ODP. Panels are responsible for developing competitive rankings and recommending personnel actions for careerists through GS-13 within their respective components. C/SPD is a member of the Processing/ODP evaluation panel and represents SPD personnel. The MZ Career Board performs this function for GS-14 and GS-15 careerists. The Processing/ODP evaluation panel is chaired by the Associate Deputy Director for Processing and has the following voting members:

- Chief, Systems Programming Division
- Chief, Engineering Division
- Chief, Operations Division
- Chief, Production Division
- Chief, Customer Services Staff

The Executive Officer and Personnel Officer of ODP serve as non-voting advisors to promote uniformity among the evaluation panels. The Deputy Director for Processing, as an MZ Board Member, serves as an ex officio member of the Processing evaluation panel, and attends meetings when requested by the chairman.

#### F. CAREER TRAINING

Annually, the Branch Chiefs and C/SPD meet to prepare SPD's Personnel Development Profile (PDP). This effort provides SPD's nominees for selected Agency courses. In addition, each supervisor discusses an individual training plan with each employee. The plan may include internal as well as external training. If external, the training may include commercial or academic courses, or conferences. The spectrum of SPD training encompasses:

1. ODP internal training is used as a source of basic technical training for all ODP employees. A catalog of training offered by the Training Staff is published every 6 months.
2. Office of Training and Education (OTE) courses are used to prepare professionals to become managers, to broaden the perspectives of employees by increasing their knowledge of Agency operations, and to sharpen skills (e.g., Effective Briefing).
3. External commercial or academic training is used for specialized training in job-related subjects such as operating system concepts. External training also is used for employee development and academic advancement. The ODP Fellowship Program, as outlined in ODP Instruction 18-2-80, offers the opportunity for a semester or two of full-time education.
4. SPD personnel also participate (on a funds-available basis) in external conferences, such as SHARE or the ACM forums, and attend trade shows, such as the Federal Data Processing Exposition. Participation in external confer-

1 August 1981

ences offers valuable training and information-exchange opportunities for systems programmers.

5. Career training for supervisors is equally important. Supervisors are expected to have completed or be enrolled in the Management Seminar, Management for Equality of Opportunity, Leadership Styles and Behavior, Creative Management, Career Counseling, and other pertinent courses offered by the Office of Training and Education.

#### G. CAREER ASSIGNMENTS

Career-development needs and expertise are considered in making personnel assignments, particularly at the project-leader level. However, Agency requirements take precedence and dictate assignments. From junior programmer through GS-14 systems programmer, employees' assignments, experience gathered, and recognition won, vary widely from person-to-person and from task-to-task.

Supervisors and employees at all levels are the key to making the career-development plan work. Two of the most important tasks for supervisors are to fulfill the organization's mission and to develop personnel assigned to them. Career planning touches on both of these crucial aspects of supervision. Employees are encouraged to develop a candid, one-to-one relationship with their supervisor to better enable supervisors represent their career interests. The first level of supervision, which often occurs at the project level, is important to establish a mentor-student relationship, to provide a role model a new employee may emulate, and to impart the intangible bits of culture in which the organization operates. The levels at which supervisors prepare performance appraisals, assess potential, and counsel employees are Branch Chief, Deputy Division Chief, Division Chief, or higher level.

Supervisors attempt to make each technical assignment progressively more challenging. The skills required in systems programming are generic in nature, consisting primarily of systems design, implementation, and testing. Therefore, those skills may well be transferable among SPD Branches. Additionally, systems programmers may be invited to participate in projects that involve more than one Branch.

#### H. CAREER PATHS

Career paths in SPD generally flow from assignments as trainees to assignments of increasing expertise and responsibility for major Agency computing services. Representative skills required are listed below:

Student Trainee  
GS-5 to GS-7

Becomes familiar with the Agency's computer environment and develops skills using tools specific to the Agency (e.g., SEDIT, AIM, GIMS).

1 August 1981

CDP:SPD

Junior Systems Programmer  
GS-8 to GS-9

Under the direction of a senior systems programmer, develops skills and expertise and is able to modify and maintain programs.

Systems Programmer  
GS-10 to GS-12

Develops, modifies, tests, installs, implements, and maintains programs that comprise a segment of one of the Agency's computing services.

Senior Systems Programmer  
GS-13

Serves as Senior Systems Programmer and Project Leader and is able to design, develop, modify, test, install, implement, and maintain programs that comprise a segment of one of the Agency's computing services.

System Service Manager  
GS-14

Serves as Senior Systems Programmer and System Service Manager with technical responsibility for the total package of programs that comprise one of the Agency's computing services.

## I. CONCLUSION

Career development is a shared Systems Programming Division responsibility. SPD management ensures the availability of training and developmental assignments that are conducive to the professional growth of its employees. Management must ensure the availability of cooperative dialogue between supervisor and employee to establish realistic short-term and long-range career goals and to assess progress along the chosen career path. Nonetheless, the ultimate responsibility for career development resides with the individual. Each of us must finally answer to ourselves for the success or failure we eventually experience in fulfilling our full measure of potential.

CAREER DEVELOPMENT PLAN  
ADMINISTRATIVE STAFF/ODP

A. PURPOSE

To ensure that the Office of Data Processing, Administrative Staff, has the proper mix of skilled employees to carry out its mission and functions and to ensure that every employee is afforded an equal and reasonable opportunity to advance in his/her career and to be recognized for contributions to the Agency.

B. POLICY

This plan and its implementation conform to ODP's basic personnel policy. Simply stated, this policy is that each individual will be given equal and reasonable opportunity for employment and career advancement, consistent with the individual's abilities and performance, and the needs of the Agency, without regard to the individual's race, color, religion, sex, age, national origin, or handicap. Promotions and assignments will be made on a competitive basis. ODP will continue its tradition of providing developmental opportunities and support to employees who demonstrate potential and drive for assignments with greater responsibility.

C. REQUIREMENTS

The Administrative Staff requires the services of nine full-time professionals and three part-time clericals to accomplish its mission. The Chief, and Deputy Chief, Administrative Staff should have a broad background in general administrative experience with the Agency, with special knowledge of the basic operating procedures peculiar to the Office of Logistics and OPPP&M. The Logistics Section, with a staff of one senior (GS-12) and one junior OL careerist, and a Supply Assistant must have a thorough knowledge of the Agency's logistics system including the Type II Property Accounting System, the Consolidated Memorandum Receipts (CMS), the difference between expendable and non-expendable property, a fundamental understanding of vendor contracts, the services offered by (LSD and BSB, the manner in which requisitions are processed, and the ability to reconcile differences in property accounts.

The Personnel Section is to be managed by a mid-level (GS-12) OPPP&M Careerist. The incumbent should be well-versed on Agency regulations, policies, instructions, and practices as they pertain to personnel management. Also, the incumbent should have working experience in preparation of the Annual Personnel Plan, the Office's staffing pattern, the Personnel Development Profile, and have some working experience with PMCD personnel. The Deputy Chief, one full-time personnel assistant, and two part-time personnel employees should have a sound understanding of OPPP&M regulatory issuances, processing personnel files with reference to EODing of new employees,

have familiarity with promotion/resignation/transfer actions of employees, the Performance Appraisal Review process, and answering inquiries concerning personnel-related matters by ODP employees. The clericals in the Personnel Section should also possess good typing skills and have some organizational ability.

In the ODP Registry Section, the employee should have a working knowledge of the organization and general functions of an office registry, be able to handle the packaging of outgoing classified material to other Agency components, be familiar with the operation of the Agency's courier system, and act as the focal point in controlling the distribution and accountability of Top Secret and Codeword documents sent to and produced within ODP components.

It is essential that the supply assistant assigned to the Logistics Section and the secretary to the Chief and Deputy Chief, Administrative Staff both have good to excellent typing skills, the ability to relate to people, a demonstrated capacity to work under pressure, organizational sense, and be able to complement one another in their work.

D. PLAN TO SATISFY REQUIREMENTS

1. Acquisition

a. ODP Internal Transfers

Logistics: The position of Senior Logistics Officer (GS-12) will continue to be controlled by OL as will the other logistics position (GS-09). The Supply Assistant, which is a GS-07 MZ slot, may be filled by a person with good typing skills and the ability to create/maintain a central logistics filing system under the direction of the Senior Logistics Officer.

Personnel: The Senior Personnel Officer position (GS-12) and his Deputy (GS-11) will continue to be filled by OPPP&M. Should the Personnel Assistant position (GS-08) become vacant, it is recommended that we look to OPPP&M to fill the position. The two part-time clerical positions can be filled by the Vacancy Notice system or clerical recruitment.

Clerk Stenographer: This GS-06 position can be filled from within ODP. The incumbent must have good to excellent typing/clerical skills plus an ability to deal with people on a day-to-day basis. Shorthand skills would be desirable.

Training Assistant: It is desirable but not mandatory that this part-time job be assumed by someone familiar with ODP. A candidate must have familiarity with how the OTE structure functions, particularly with regard to student enrollment into quota and non-quota courses. A working knowledge of terminals using the VM and RAMIS Filing systems would definitely help.

b. ODP External Transfers

Aside from the professional positions filled by the OPMP&M and OL, the secretarial/clerical positions may be filled by circulation of Vacancy Notices within ODP, or if unsuccessful by any Agency employee qualified to handle personnel or logistics-related duties. Some experience with personnel or logistics work is desirable but not essential.

d. External Recruitment

Since Administrative Staff personnel positions are mostly filled by parent organizations of OL, OPMP&M, and ISS (MI Career Service), and with those of the Chief, and Deputy Chief, Administrative Staff, by members of the MG Career Service, no external recruiting guides have been provided to OPMP&M.

2. Indoctrination

New employees to the Administrative Staff are scheduled to receive orientation courses in OTE's Orientation for New Employee (ONE) and ODP's own ODP Orientation Course. Trends and Highlights and CIA Today and Tomorrow are two other courses employees may take after being with ODP two or three years. It is expected that all personnel on the Administrative Staff can achieve the required skills necessary to compete for a higher-graded job in future assignments after a tour with ODP.

3. Training

The Administrative Staff fully intends to take advantage of having its personnel receive training from sources within ODP, OTE, and external areas, such as those courses offered by the USDA, OPM, and private industry, including colleges and universities.

a. ODP Internal

The following courses relate directly to the field of speciality of Administrative Staff personnel:

- Basic VM
- Intermediate VM
- RAMIS File Reporting

b. OTE Internal

The following courses would benefit Administrative Staff personnel at the managerial level in their career development:

- Mid-Career, Program on Creative Management, Management Seminar, Counseling Course, Management for Equality of Opportunity (MEO), Fundamentals of Administration, Fundamentals of Supervision.

The following courses are programmed for secretaries and clericals in the Administrative Staff:

- Effective Employee Course, Proofreading, Effective Written English, Records Management for Clericals, Office Management Seminar, Reading Improvement, DDA Trends and Highlights, CIA Today and Tomorrow.

c. External - Commercial

- 1) For managers: The Automated Office, which is offered by the AIIE.
- 2) For secretaries/clericals: Those courses, when available, which are offered by private industry that relate to office management in a computer or data processing environment.

d. External - Academic

- 1) For managers: Management courses to be taken on an ad hoc basis when made available by universities and colleges in the Washington metropolitan vicinity.
- 2) For secretaries/clericals: No program is established to have Administrative Staff's secretaries and clericals take external courses in their field.
- 3) Other: Administrative Staff employees are encouraged to apply for courses scheduled by other Agency components when the courses have a definite value to the employees' work.

4. Expanding Experience

Since positions at the managerial level on the Administrative Staff are rotational, no developmental assignments are scheduled at this time.

There is no specific program to rotate secretaries and clericals on the Administrative Staff within ODP components as part of their career development. However, secretaries and clericals are free to apply for any Vacancy Notice within ODP that is in line with their skills and assignment.

E. SKILLS ASSESSMENT

1. The Performance Appraisal Report makes a positive contribution in the evaluation, development, training, and overall potential for advancement. Because the PAR in combination with the Annual Work Plan (AWP) sets forth definite objectives for employees and rates employees in terms of achieving those objectives, it assists supervisors to properly evaluate the work habits and skills of their employees.

2. Competitive Ranking also presents a fair and objective method of rating each employee against his/her peers so that those most deserving of a QSI or promotion are rewarded.

F. EMPLOYEE COUNSELING

Each employee in the Administrative Staff is free to arrange for an in-depth counseling session with his/her supervisor. The supervisor utilizes the employee's last PAR and whatever information is available to assist him/her during the counseling session. Counseling sessions are used to point out both the strong and weak areas of the employee and also to give the employee a chance to air his/her opinions concerning the job. Unless there is a serious problem with the employee's performance or relationship with fellow co-workers, no written record is kept on the counseling sessions.

G. PLACEMENT/ASSIGNMENT

The ODP Administrative Staff has no external positions that require planning for such placement.

Internally: Secretarial/clerical positions are filled on a competitive basis according to the appropriate Vacancy Notice circulated within ODP or Agency-wide, as necessary. Positions that require a specialty, such as personnel and logistics, are filled by the parent component. Non-professional positions are filled on a competitive manner as described above.

Staffing Pattern: Since there are only three MZ positions in the Administrative Staff and all of them are secretarial, with the present incumbants not due to rotate or leave for some time, no staffing plan exists. Vacancies occuring before the three year timeframe will be filled via the Vacancy Notice system.

H. CAREER PATHS

1. Professionals: Career paths for professional employees, both at the managerial and line level, are monitored by the parent organizations of the employees.

2. Non-professionals: The limited number of higher graded secretarial/clerical positions available within ODP requires that these employees either attempt to seek employment with another Agency component or if qualified, enter the professional field in ODP. Entrance into the professional field is made on a competitive basis after extensive reviews of the employees' files are conducted by division managers; this is supplemented with personal interviews.

Non-professional employees who do not choose to make a career in their position have the option to apply for whatever job vacancy exists in other Agency components compatible with the skills they possess.

I. ROLE OF SUPERVISORS

Supervisors play an important role in the career development of their subordinates. As the supervisor observes the day-to-day performance of subordinates, he/she gains an appreciation of the employees' capabilities and is able to render an effective judgement as to a particular employee's potential.

Personnel in the Administrative Staff have the opportunity to air their grievances to the first-line supervisor at any time. Should he or she still not be satisfied with the decision of the supervisor, the employee may seek the counsel of either the Deputy Chief, or Chief of the Administrative Staff. The Executive Officer, ODP is also available to talk with the employees on grievance matters.

15 May 1981

CAREER DEVELOPMENT PLAN  
FOR  
MANAGEMENT STAFF

A. PURPOSE -

To ensure that the Office of Data Processing (ODP) Management Staff has the proper mix of skilled employees to carry out its mission and functions and to ensure that every employee is afforded an equal and reasonable opportunity to advance in his/her career and to be recognized for contributions to the Agency.

B. POLICY

This plan and its implementation conform to ODP's basic personnel policy. Simply stated, this policy is that each individual will be given equal and reasonable opportunity for employment and career advancement, consistent with the individual's abilities and performance, and the needs of the Agency, without regard to the individual's race, color, religion, sex, age, national origin, or handicap. Promotions and assignments will be made on a competitive basis. ODP will continue its tradition of providing developmental opportunities and support to employees who demonstrate potential and drive for assignments with greater responsibility.

C. REQUIREMENTS

This Career Development Plan was prepared for the Office of Data Processing, Finance, and Security (MZ, MF and MS) careerists assigned to the Management Staff. In particular, this plan is for the following fourteen positions:

- Chief, Management Staff (MS)
- Chief, Programs and Budget Group (P&BG)
- Chief, Policy and Plans Group (P&PG)
- Planning Officer, P&PG
- Computer Specialists, P&PG (Two Required)
- Security Officer, P&PG (SO/ODP)
- Computer Specialist, P&BG
- Finance Officer, P&BG (Two Required)
- Secretary, Chief, Management Staff
- Administrative Assistant, SO/P&PG (Part-time)
- Administrative Assistant, P&PG (Part-time)
- Clerk/Typist, P&PG (Part-time)

The Management Staff has a requirement for C/MS, C/P&BG, and C/P&PG. These three individuals should come from a background that is described below for the other professional MZ careerists and in addition to those qualifications, the individuals must have demonstrated their ability and desire to manage. They are recommended for their positions by the MZ Career Board.

The Policy and Plans Group has a requirement for three experienced data processing professionals with varying skills and backgrounds for the execution of its mission. Two computer specialists will support the overall mission and one will be designated ODP Planning Officer. The mission of P&PG falls into five broad areas: evaluation of proposals for the acquisition of data processing equipment and services; policy development and special duties related to the management of ADP resources; long-range data processing planning; security policy; and security studies of ODP computer systems. The individual in the planning officer position will be responsible for the office long-range plan; the other two individuals will be generalists supporting the overall group mission.

Individuals in the computer specialist and planning officer categories are expected to be ADP professionals with broad experience in ADP systems and hardware. Particular emphasis will be placed on knowledge of current ADP issues and technologies; e.g., office automation, distributed processing and minicomputers. Interaction with senior ODP, Agency and Government managers will be required. Individuals must possess mature judgment, excellent analytical skills, and good written and oral communication skills.

There also is a requirement in Policy and Plans Group for one part-time administrative assistant to assist the computer specialists in their duties. The administrative assistant will be responsible for the logging and tracking of ADP procurement actions and administering the Management by Objectives (MBO) program and other duties, as assigned. This individual should be familiar with ODP's VM timesharing system and be trained in or have an aptitude for training in the RAMIS database management system which is used with the procurement tracking database (TRACK).

The Policy and Plans Group also has a requirement for one full time security professional (MS Careerist) to advise ODP on security matters, formulate security policy and plans, and supervise ODP security clearance activity. The security

professional is aided by a part-time administrative assistant who supports the badge control system and the processing of clearances and badges for contractors working in ODP.

There is a continuing requirement for one computer specialist in the Program and Budget Group to coordinate the production of the Project Activity Report, manage the ADP Management Information System and to analyze information from users specifying their requirements for ADP services and computer terminals. This position requires a working knowledge of ADP equipment and its cost, ODP's system for identifying ADP projects, and all the ADP services ODP provides to its users. A mathematical aptitude for working with large volumes of statistical data is essential. In addition, a writing skill is necessary in order to develop and edit the information contained in the Project Decision Forms prepared for the Agency Executive Committee's annual review of ADP. Also, a writing skill is necessary to produce the concise summary and analysis of several hundred pages of terminal requirements for senior ODP management review, to prepare condensed descriptions of ADP projects for the Project Register, and to complete a monthly summary and analysis of the Project Activity Report. An ability to deal effectively with a wide range of personnel is required because of contacts with component ADP Control Officers and ADP users at various grade levels.

There is a continuing requirement for one senior budget officer and an assistant budget officer (MF Careerists) in the Program and Budget Group to control and coordinate the execution of the office's operating year budget.

Management Staff has a requirement for one senior secretary (GS-07) and a part-time clerk/typist to provide secretarial/clerical support. These individuals must have the maturity and skills to work in the ODP Front Office environment and be able to perform their assigned tasks with a high degree of professionalism frequently within short deadlines.

D. PLAN TO SATISFY REQUIREMENTS

1. Acquisition

a. ODP Internal Transfers

Internal transfers will be the primary source for P&PG computer specialists and the planning officer. These positions will

be rotational assignments. The individuals would come from Applications, Processing or Special Projects Staff and have a broad ADP background and interest in and knowledge of current ADP technology and issues. Project management experience and experience as a COTR would be particularly useful for the computer specialist positions. Planning officer candidates would have demonstrated a knowledge of Agency ADP issues and requirements and an in-depth familiarity with technology trends. All candidates would have demonstrated effective written and oral communication skills, sound judgment, and strong interpersonal relations skills in previous assignments. The available positions are in the GS-12 to GS-14 range.

The computer specialist position in P&BG will be filled by an applicant from within ODP who has a minimum of three years of ADP experience. Applicants should possess specific knowledge in the areas of ADP equipment and its cost, computer-generated accounting data, and ADP services provided to users. Also, the applicant should have a mathematical aptitude; to include the ability to work with large volumes of numeric data and pay meticulous attention to detail. Formal training would normally be required only to enhance basic capabilities to use ADP services to input data and produce reports using a database management system such as RAMIS.

The part-time administrative assistants will come from within ODP if possible. The senior secretary and clerk/typist also are preferably ODP careerists. All should have the ability to deal in a professional manner with senior ODP and Agency managers.

b. ODP External Transfers

Other Agency ADP units could be a source for recruitment for the P&PG and P&BG computer specialists. Office of Logistics

procurement specialists could be employed in one of the P&PG computer specialist positions. The same qualifications would be required as for ODP internal transfers.

The professional security officer will be provided by the Office of Security on rotational assignment. He or she should have recent experience with the Information Systems Security Group (ISSG/OS).

The senior budget officer and the assistant budget officer will be provided by the career service (MF) of the Office of Finance on a rotational basis.

If suitable part-time administrative assistant candidates, senior secretarial or part-time clerk/typist candidates are not available within ODP, external transfers of qualified individuals are acceptable.

c. External Recruitment

Generally not used. The exceptions are the part-time administrative assistants and clerk/typist positions, if suitable Agency candidates are not available.

2. Indoctrination

Since there generally is no external recruitment, the only indoctrination will be for non-MZ careerists through courses such as ODP Orientation and on-the-job training in ODP policies, plans and procedures. (The occasional external recruit will also be sent to Introduction to CIA).

Newly assigned security personnel will work directly with the person being replaced for on-the-job training. A minimum of 2 weeks will be allowed but more is desirable. They will be included in the ODP Orientation Program.

The Office of Security will continue to schedule career development courses for professional employees. Both the security officer and his or her administrative assistant will be directed to specific ODP courses that are related to their current assignment.

Since the security position is a rotational assignment for professional MS employees, no developmental assignments will be made.

Newly assigned finance officers will work directly with the person they are replacing in an on-the-job training basis. At least one week's overlap will be provided for assistant finance officers and at least two weeks overlap will be provided for senior finance officers. It is assumed that these officers will have the basic skills required for their positions. However, the unique skills necessary to work in ODP will be picked up within the first six months. New finance officers will be included in the ODP Orientation Program.

All other new MS personnel, computer specialists, administrative assistants, secretarial and clerk/typist personnel will have their overlap period requirements determined on a case-by-case basis.

#### E. SKILLS ASSESSMENT

##### 1. PAR

The Performance Appraisal Report will be the primary method of skills assessment. In addition, career service evaluation worksheets will be used when provided.

##### 2. Competitive Ranking

MZ careerists, GS-12's and below, and not on rotation, will be ranked by the Management and Administrative Panel. MZ careerists, GS-12 and below, on rotation, will be ranked by their parent component panel. GS-13's and 14's will be ranked by the MZ Career Board. Non-MZ careerists will be ranked by the procedures of their own career service.

F. EMPLOYEE COUNSELING

An Annual Work Plan (AWP) will be prepared for each MZ, MF, and MS careerist within two months after assignment to Management Staff and revised or new AWP's prepared at the appropriate interval. Supervisors will conduct interim discussions with their employees about progress made toward achieving the goals set forth in the AWP.

Each employee in P&PG is free to arrange for an in-depth counseling session with the Chief, P&PG or the Chief, Management Staff. The Executive Officer, ODP, is also available to discuss career development. The counseling sessions may be used to discuss employee performance or any problems an employee is having with assignments or co-workers. In addition, counseling sessions are useful for discussing employee career goals and career development.

In all cases, the counselor will use his or her personal knowledge of the employee's performance and assignments as well as the most recent PAR and AWP. The counselor will also provide guidance on career development issues. This guidance will be based on first-hand observation of performance and familiarity with employee career goals in conjunction with knowledge of ODP and Agency career opportunities. The counselor will be generally familiar with, or can determine, available or potentially available positions and the qualifications they require, as well as internal and external training possibilities.

No written record will be kept of counseling sessions unless the employee requests a record or, in the judgment of the counselor, a serious issue or difference of opinion on employee performance, relationships with co-workers or career potential has emerged.

In the Programs and Budget Group, counseling for the computer specialist will be provided by the Chief several times during the year. In addition, the computer specialist is free to arrange for a counseling session with Chief, Management Staff or the Executive Officer, ODP. The frequency will depend upon the employee's performance on tasks included in the Annual Work Plan and upon special situations as they arise.

Career counseling will be provided by the Office of Security Career Service for security professionals. Additional counseling may be provided by C/P&PG when appropriate. The part-time security administrative assistant will be provided counseling by the security officer and the Chief, P&PG, as appropriate.

The MF Career Service will provide basic career counseling for their careerists in ODP. The Chief, Program and Budget Group will provide counseling in order to assist finance officers in their specific assignments while on rotation to the Program and Budget Group.

G. TRAINING

1. ODP Internal

It is expected that MZ employees will continue to take career development courses including ODP internal courses.

The MF and MS Career Services will schedule finance and security careerists for basic career development courses. ODP will schedule the finance and security careerists for specific ADP-related courses, such as courses on RAMIS, which are necessary for them to perform their assignments while on rotation.

2. OTR Internal

Management Staff personnel have available to them the following courses: Project Officer in the Contract Cycle, CIA Financial Systems and Midcareer, as appropriate.

3. External Training

Government and commercial courses and seminars on ADPE procurement, planning, policy and security are available for P&PG personnel.

4. External Academic

The following courses are also available, as appropriate, for Management Staff personnel: University courses and professional development seminars on ADP technology, planning, security and installation management.

5. Expanding Experience

The available tasks in the Policy and Plans Group run the gamut of professional ADP skills and expertise. Members of the MZ career

family will be offered opportunities to solve diverse problems in line with their capabilities and experience. The responsibility and complexity of assignments will be increased as the individual matures in his or her position.

Although there will be no assignments outside of the Program and Budget Group for MF careerists, there will be opportunities for challenging new tasks within the group such as the recent development of the Unobligated Funds Tracking System and Automated Invoice Tracking System. New and creative uses of ADP services will be encouraged as a means to increase productivity.

#### H. PLACEMENT/ASSIGNMENT

Policy and Plans Group has no external positions that require planning for such placement. The two computer specialists positions and the planning officer position are filled by rotation from other ODP components when a position becomes available. The two administrative assistants, the secretarial and clerk/typist positions are filled on a non-rotational basis from other ODP components or other Agency components, if required.

The computer specialist position in the Programs and Budget Group is a rotational position and is filled by rotation from other ODP components.

Assignments of MF and MS careerists are rotational and based upon recommendations of the MF and MS career services.

#### I. CAREER PATHS

See attached chart for MZ professional personnel.

For MF and MS professionals, career paths are determined and monitored by the parent organization.

Clericals and administrative assistants can either elect to work toward a technical/professional position in ODP or apply for a position at a higher grade within the clerical field. The Agency vacancy notice system is, of course, available for all employees.

J. ROLE OF SUPERVISORS

In Policy and Plans Group, the Chief is the computer specialists' and administrative assistants' immediate supervisor. The Chief, P&PG in turn, reports to the Chief, Management Staff for guidance and tasking. The Chief, MS is available for counseling with P&PG employees and for consultation and discussion if any employee so desires. The Chief, P&PG has available to him the full range of OTE offerings in the management and supervision area. Courses will be taken on the basis of the Chief's evaluation or on the recommendation of the Chief, Management Staff.

The Chief, Program and Budget Group is supervisor of one computer specialist. The Chief directly tasks the employee and observes the employee's performance on a daily basis. Therefore, C/P&BG has all the necessary knowledge to write the employee's Performance Appraisal and assessment of potential and to provide counseling. The Chief, Management Staff is the reviewing officer for the employee's Performance Appraisal and is available as a safety valve for venting job concerns or dissatisfaction. C/MS is very familiar with the employee's assignments and performance.

Because of the specialized nature of the security role, the C/P&PG will concentrate on providing the ODP Security Officer policy and technical guidance and in improving the understanding and cooperation within ODP on security matters. The ODP Security Officer also supervises one administrative assistant who specializes in security matters. The senior finance officer will be supervised by the Chief, Program and Budget Group and the assistant finance officer will be supervised by the senior finance officer.

The Management Staff senior secretary and the clerk/typist report to the Chief, Management Staff. They, however, receive their daily tasking and performance evaluations from the Chief, Policy and Plans Group due to their physical location in the P&PG office area.

K. ROLE OF EVALUATION PANELS

Evaluation Panels exist for the major components of ODP (Processing, Applications, Special Projects, Management and Administrative Staffs). Panels serve as management advisors responsible for developing annual competitive rankings and recommending personnel actions for careerists through GS-12 within their respective components. The MZ Board performs

this function for GS-13 through GS-15 careerists. The Management and Administrative Staff Panel is chaired by Chief, Policy and Plans Group and has these additional voting members: Chief, Program and Budget Group, Chief, Administrative Staff, and the Executive Officer. The Personnel Officer serves as a non-voting advisor to promote uniformity among the Panels. Chief, Management Staff, as an MZ Board Member, serves as ex officio member of the Management and Administrative Panel, attending meetings when requested by the Chairman.

The finance and security officers will be evaluated by the MF and MS Career Services, respectively. Employees on rotation to MS are ranked by the panels associated with their parent organizations.

CAREER PATHS FOR MZ PERSONNEL

	Directorate ADP Control Officer	Office ADP Control Officer	Processing Division Chief	Applications Division Chief	Processing Deputy Division Chief	Applications Deputy Division Chief	SPS	Comptroller Staff	DDA Management Staff	IRO/RMS	ODP Rotational Staff	Applications Processing	C/P&BG	C/P&PG	Planning Officer	Computer Specialists
C/P&BG	X		X	X	X	X	X	X	X	X					X	
C/P&PG	X		X	X	X	X	X	X	X	X			X			
Planning Officer		X			X	X	X	X	X	X		X	X	X	X	
Computer Specialists		X			X	X	X			X	X	X	X	X	X	